

**CONFIDENTIAL**

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PRELIMINARY PLANNING FOR  
INSPECTION OF THE OFFICE OF PERSONNEL

I. OBJECTIVE - To develop for the Director of Personnel and high authority information on the effectiveness of the major services provided by his Office and on the extent to which Office of Personnel activities could raise questions regarding CIA involvement in illegal or inappropriate domestic actions; to identify the sources of problems thus raised; and to make recommendations for solutions wherever feasible. Except as needed to meet the objectives above, this inspection will not include major efforts to examine, report, and recommend on the internal organization and management of the Office of Personnel itself.

II. KEY QUESTIONS - To meet this objective the Team will endeavor to find or develop answers to the following questions:

1. How well does the Office of Personnel meet its customers principal needs for personnel services?
2. Why are major customer-perceived needs for Office of Personnel services less than fully satisfied?
3. What should be done to reduce or eliminate customer's problems with Office of Personnel services?
4. Could any Office of Personnel domestic activities be regarded as illegal or inconsistent with CIA's Charter and, if so, what should be done to reduce or eliminate the possibility that they might be so regarded?

III. INSPECTION APPROACH - The Inspection Team plans to use the following approach:

1. Conduct initial interviews and investigations with users of services provided by the Director of Personnel, including senior level and middle level supervisors (e.g. Operating Officials), perhaps some interviews with employees and former employees, and reviews of grievance files in the Office of the Inspector General. The objective of this phase is to identify perceived problem areas. (Key Question #1)

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2. At the same time conduct investigations within the Office of Personnel and elsewhere to identify areas of potential problems from a legal or CIA Charter compatibility viewpoint. (Key Question #4)

3. After evaluation of the results of these two steps, conduct further investigations, primarily within the Office of Personnel, to ascertain the causes of problems determined to be serious and to develop solutions for the problems wherever possible. (Key Questions #2, #3, #5, and #6)

a. It is not expected that extensive investigations into the PMCD function will be required. The Team will review the recently prepared  Report on PMCD, discuss it with the author, and compare its findings with any problems identified during Step 1, above. It is expected that this, and the results of a recent grievance case involving that Division, will satisfy current inspection needs.

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b. It is not expected that extensive investigations into CIARDS will be conducted. This system is currently undergoing other reviews and Management Committee policy actions. Therefore, the Team will involve itself in this subject only if the findings of Steps 1 or 4 identify serious problems not being dealt with elsewhere.

4. Prepare and distribute the Inspection Report. This distribution will include the President's Foreign Intelligence Advisory Board and the NSC, in accordance with the Rockefeller Commission recommendations.

The Inspection Team hopes that its report will be of value to all concerned, and particularly to the Director of Personnel. To help achieve this objective the Team will work closely with the Director of Personnel, keep him informed as significant findings, conclusions and recommendations are developed, and solicit his assistance in avoiding error through inexperience in the technical disciplines involved in personnel processes. To assist in the last of these, it is requested that the Office of Personnel arrange early tutorial briefings for the Inspection Team. Suggestions for these briefings are attached.

Attachment  
As stated